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Structured dialogue on financing

Structured Dialogue on Financing: UN-Women's funding overview, gaps and financing strategy

Summary

The present report is submitted pursuant to decisions 2014/6 and 2015/5 of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as part of its structured dialogue on the financing of the strategic plan, 2014-2017. The dialogue is held in the context of General Assembly resolution 67/226 on the quadrennial comprehensive policy review (QCPR) of operational activities for the development of the United Nations system.

This report situates UN-Women's efforts within a maturation framework that charts the organization's capacity both to engage in an increasingly robust and nuanced structured dialogue on financing with Member States and to guide its efforts to increase and sustain regular resource contributions, gain increased access to high-quality other-resource funding, and continuously strengthen mechanisms for the efficient and effective use and reporting of funds received.

Building on findings from UN-Women's strategic brief on resource mobilization (UNW/2015/10) and UN-Women's briefing on financing the strategic plan, 2014-2017, including its Flagship Programme Initiatives (UNW/2016/CRP.1), this report provides an overview of UN-Women's current funding situation, including information on sources, uses and quality of funding. The report subsequently presents the Entity's ongoing initiatives to strengthen its capacity to forecast annual financing requirements. It further describes how UN-Women has allocated its existing resources (at headquarters and in the field) and highlights areas where funding needs continue to outweigh resources available for programming. Notably, it discusses the growing funding gap in regular resources.

It complements this quantitative analysis by a qualitative discussion of the impact that the growing funding gap in regular resources will have on UN-Women's ability to effectively and efficiently implement its strategic plan in its integrity and to

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deliver on all three aspects of its mandate: normative support, UN coordination and operational activities. It recalls that regular resources finance the institutional budget that allows the organization to have the financial and institutional capacity to achieve the results set out in its approved strategic plan, 2014-2017; provide for the foundational advocacy, coordination, advisory, policy development, and operational activities at the country, regional and global levels; and enable UN-Women to leverage other high-quality resources to ensure full implementation of the strategic plan. Building on this analysis, the final section of the report outlines a road map to update UN-Women's resource mobilization strategy, ensuring that it is responsive to external trends and building on evidence and lessons learned thus far.

The Executive Board may wish to: (a) welcome the analytical report on the structured dialogue on financing 2016 and appreciate UN-Women's continued commitment to engage in this structured dialogue with a view to monitoring and following up on the level of funding, in particular of regular resources, as well as the predictability, flexibility and alignment of other resources provided for the implementation of the strategic plan, 2014-2017; (b) recognize that the demand for UN-Women's support as well as the scale and scope of UN-Women's support functions have increased; (c) recognize the critical importance of UN-Women being provided with adequate regular resources and the urgent need to address the funding gap in regular and other resources to enable the Entity to fully implement its strategic plan, 2014-2017, and to respond to its central role in supporting Member States in the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of the 2030 Agenda for Sustainable Development; (d) urge Member States in a position to do so, to commit, as early as possible, contributions to UN-Women regular resources and onwards, if possible through multi-year pledges; (e) call for resources to be of high quality, predictable and timely in order to ensure the integrity of the strategic plan, 2014-2017; (f) welcome UN-Women's strategic and targeted investment of regular resources to leverage a significant increase in resource mobilization, particularly of other resources; and (g) commend UN-Women for its efforts in strengthening normative-operational linkages, United Nations system coordination, improving programmatic focus, programme delivery and operational effectiveness to support the achievement of gender equality and women's empowerment.

I. Background

1. As mandated by decision 2014/6 and 2015/5 of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the General Assembly resolution 67/226 on the QCPR, UN-Women is committed to engaging in a structured dialogue on financing with its Executive Board.

2. Since UN-Women's creation in 2010, the organization's capacity to participate in this exchange has evolved in accordance with General Assembly resolution 64/289 on System-Wide Coherence. UN-Women has adopted a three-step maturation model that frames its ability to engage in a structured dialogue on financing, moving it from an organization that is solely capable of assessing overall funding needs and gaps (Stage 1) to an organization that is able to provide real-time information on funding needs and gaps and continuously refine its set of performance criteria to support its resource allocation by thematic and geographic area, as well as by sources of funds (Stage 2), and finally to an organization that has also fully shifted from funding (requesting money) to financing (mobilizing specific sources of financing for specific purposes) (Stage 3). At this third stage, an organization is capable of moving away from only looking at one source of 'funding' (typically grants from donors, which could be Governments, foundations, and the private sector) towards multiple sources of financing (i.e. innovative financing sources) and leveraging the right mix of financing instruments to deliver on its strategic plan priorities.

3. UN-Women is committed to evolving in accordance with its maturation model. For the biennia 2011–2012 and 2013–2014, the organization focused on identifying its funding needs and dialoguing with its Executive Board on how to best meet the Secretary-General's comprehensive proposal for the "total funding requirements for the start-up phase" of the organization, which was set at an initial $500 million annually. Given the unique structure of UN-Women as a composite Entity, its financing must ensure the proper resourcing of all of its functions: normative support functions, United Nations system coordination and operational activities.

4. For the current biennium 2015-2016, the Entity is transitioning to Stage 2 of its maturation model. UN-Women is investing heavily in strengthening and focusing its programming to best leverage its composite mandate in an integrated manner and support the translation of normative commitments into results at the country and regional levels. It is further developing its operational systems, most notably its Results Management System (RMS). The RMS will ensure more precise costing of the organization's work and greater transparency and accountability on funding allocation and gaps as inputs to its structured dialogue. This system will allow results to be linked to resources and people, and will enable regular progress monitoring. Notably, UN-Women will be able to track budgets and expenditure against its strategic plan, including the Flagship Programming Initiatives (FPIs). UN-Women offices have already begun to use the system, which is in the process of being rolled out across the entire Entity. As organizational units enter their project and programme plans into the RMS, they also indicate the regular resources (RR) that have been received, and the other resources (OR) that are anticipated as both hard and soft pipeline. These data change in real time throughout the calendar year and the entire programme cycle, if and when pipeline resources turn into resources received.

5. The RMS will allow UN-Women and its partners to understand funding needs and gaps in a dynamic and transparent manner. It will provide a clear and accurate picture of funding actuals, namely (i) how UN-Women's funding has been allocated according to the objectives outlined in the strategic plan and (ii) what the existing funding gaps are once that allocation has been made. More importantly, in the event that projections from the Integrated Budget and actual funding allocations do not align, this analysis will constitute a critical input for UN-Women and its partners in determining how much funding, if any, must be raised/reallocated in order to ensure that the intentions of the strategic plan are realized. The analysis will also set out possible ways in which this additional allocation/reallocation could take place. The link between RMS and Atlas (UN-Women's financial management system) ensures that the organization will accurately and dynamically link resources to results, and provide greater clarity and data on the return on investment that the Entity can deliver.

6. The integration of UN-Women's RMS and Atlas is expected to be completed by the end of 2016. In parallel with the building of these systems, UN-Women will continuously refine its costing methodologies and train its staff on these new methodologies. It is important to ensure that the current resource constraints faced by UN-Women do not negatively impact its ability to successfully complete the roll-out of these initiatives.

7. UN-Women considers these progressive steps as critical to supporting a substantive strategic dialogue on financing with its Executive Board. UN-Women is committed to reaching Stage 3 of its maturation model by the midpoint of its strategic plan, 2018-2021. UN-Women has already begun to explore the use of innovative and pooled financing mechanisms in order to tap into the increasingly varied and complex development finance architecture and mobilize specific funding sources for specific purposes.

II. UN-Women's resource mobilization: historical overview, funding targets and sources of finance

8. Building on findings from UN-Women's strategic brief on resource mobilization (UNW/2015/10), this report presents an overview of UN-Women's current funding situation, including information on sources, uses and quality of funding.

A. UN-Women: sources and uses of funding

9. In 2010, the Secretary-General in his comprehensive proposal for UN-Women emphasized that "total funding requirements for the start-up phase" of UN-Women should be set at $500 million annually. This initial suggested figure, which was further endorsed by UN-Women's Executive Board, represented an aspirational target for the minimum level of funding that the organization required in order to fully implement its strategic plan.

10. UN-Women is reliant on four main sources of financing to support the full implementation of its mandate: (i) assessed contributions; (ii) regular resources (unspecified voluntary) contributions from Member State partners; (iii) other

resources (specified voluntary) contributions from Member State partners; and (iv) unspecified and specified voluntary contributions from non-traditional donors (i.e. private sector, individual donors, etc.).

11. UN-Women receives a small percentage of its overall resources via assessed contributions from the United Nations regular budget. For the biennium 2016-2017, this share totals $15.3 million (less than 2 per cent of UN-Women's budget) and is intended to cover the wide range of activities related to servicing normative intergovernmental processes, as well as some policy and coordination work. However, the scale and scope of UN-Women's normative support and coordination functions have expanded significantly since the Entity's founding and the recent adoption of the 2030 Agenda, while assessed contributions have remained the same. Given limited resources, UN-Women has been obliged to draw upon voluntary contributions to support its normative work. UN-Women hopes that in the future it will be possible to better align resources with its normative mandate so that this is no longer necessary.

12. The largest share of UN-Women resources comes from voluntary contributions, which include both regular (unspecified) and other (specified) resources. UN-Women's strategic brief on resource mobilization (UNW/2015/10) described the complementary relationship between RR and OR, both of which are mutually reinforcing, with RR remaining the most essential to ensuring the strategic integrity and financial viability of the Entity. RR provide UN-Women with the institutional capacity that underpins its normative and coordination work to achieve transformative results in the lives of women and girls, support the translation of normative commitments into operational results, and enable UN-Women to leverage OR to ensure the full implementation of the strategic plan, 2014-2017.

13. Since its inception, UN-Women has built on its annual work-planning processes to provide increasingly accurate projections of the organization's total funding needs. For the 2014-2015 biennium, projected total resources were set at $690 million, divided between RR ($340 million) and OR ($350 million).[1] In recognition of the vital need for UN-Women to grow substantially in 2016-2017, and with the aim of reaching and eventually surpassing the $500 million annual level envisaged by the Secretary-General, UN-Women has set a target of $880 million for the 2016-2017 biennium, comprising $380 million in RR and $500 million in OR.

14. UN-Women employs a series of set formulas in the allocation of its RR and OR to the various functions of the Entity, notably:

- Part of UN-Women's regular resources (RR) is used to finance UN-Women's institutional budget. The Entity's institutional budget is allocated following a decision by UN-Women's Executive Board, which in turn is informed by a recommendation from the Advisory Committee for Administrative and Budgetary Questions (ACABQ). In 2016-2017, these funds are projected to total $196.4 million.
- UN-Women's remaining RR are distributed as follows: 80 per cent allocated to the field (these funds are further allocated to regional, multi-country and

[1] Regular resources (RR) are also referred as un-earmarked or core resources, and Other Resources (OR) as earmarked or non-core resources, in some other UN reports and publications. For the purpose of this paper, we have adopted the terminology used in UN Women's biennium budgets.

country offices following a needs assessment based on the content of offices' annual workplans) as resources for programming (programmable RR); and the remainder allocated to headquarters.[2]

- In line with Executive Board decision 2013 on cost recovery, 8 per cent of funds received as "other resources" are allocated as extrabudgetary funds. These resources are used to meet operational funding needs both at headquarters and in the field. In the Integrated Budget 2016-2017, cost-recovery resources are estimated at $27.0 million.

B. Quality of funding sources

15. The quality of funding sources varies in terms of allocation distortions and transaction costs. High-quality funds are characterized by their timeliness, predictability, relevance and flexibility and must be distinguished from lower-quality financing, which often limits an entity's ability to allocate funding in a dynamic (and therefore efficient and effective) manner. The funding received by UN-Women exists along a quality continuum, with RR representing resources of the highest quality, followed by OR earmarked at the country or thematic level. Both of these sources of funding remain superior to funding that is earmarked at the project level and other types of tied funds that are more restrictive in nature and often impose increased transaction costs on UN-Women (and indirectly on its Member States and development partners).

16. In line with the QCPR, UN-Women has placed and will continue to place a strong emphasis on mobilizing and retaining high-quality sources of funding (i.e. RR and high-quality OR), ensuring that its resource base increasingly consists of predictable, relevant and flexible funds from a progressively more diverse donor base. This high-quality funding is particularly critical given the increased role of OR in UN-Women's funding structure. Accessing these high-quality funds is a not only a priority for UN-Women, but is also beneficial to its programme countries and financial partners alike. This ensures that the funding accessed by the Entity is responsive to the priorities set by the Executive Board, while also strengthening the confidence of financial partners in the attainment of intended results.

III. Development of UN-Women's strategic planning and costing tools

17. Since its inception, UN-Women's strong emphasis on strengthening its planning processes and tools has yielded positive results. In 2014, the Multilateral Organization Performance Assessment Network (MOPAN) assessment noted, "UN-Women has drawn on the experiences of other United Nations entities in results-based management (RBM) and has made consistent efforts to develop, both internally and externally, a culture of RBM. UN-Women's corporate and country strategic planning documents offer evidence of a results focus, are tied directly to the Entity's mandate, and are based on extensive consultations with partners."[3]

[2] This allocation is made in accordance with the decision of the UNIFEM Consultative Committee at its 44th session in March 2004.
[3] 2014 MOPAN Report

18. In line with its structured dialogue maturation model, UN-Women is further developing its capacity to forecast geographic and thematic financing needs by leveraging refined planning processes to better prioritize and cost its work and link it to planned results. This is to enhance UN-Women's capacity to focus on high-impact, transformative initiatives that integrate its composite mandate, properly cost them, monitor available funding and manage funding gaps and their impact on programming.

A. Programmatic focus

19. UN-Women was created with an extremely critical and ambitious mandate: to accelerate the realization of gender equality and women's empowerment. Under the framework of the 2030 Agenda for Sustainable Development, it is increasingly recognized that gender equality, women's rights and women's empowerment are both a right and a solution to achieve sustainable development. Ensuring that UN-Women has the capacity to comprehensively fulfil its entire mandate is critical, including through strengthening its normative support functions, as well as its provision of support at the request of Member States to support the full, effective and accelerated implementation of the Beijing Platform for Action and the gender-responsive implementation of the 2030 Agenda.

20. UN-Women's country programming is designed to support Member States to translate their normative commitments on gender equality and women's empowerment, leverage resources by convening key stakeholders to address development challenges, while also galvanizing the entire UN system through internal coordination to deliver transformative change in the lives of women and girls. This work is implemented at the request of, and in service to, Member States.

21. To maximize impact in pursuit of its mandate, UN-Women must act as a standard bearer and operate as a smart catalyst by embedding gender perspectives at the heart of the work of its partners. By challenging patriarchal norms, breaking down silos and helping partners achieve their respective mandates in a gender-responsive manner, UN-Women can support the achievement of gender equality and women's empowerment. The success of this strategy relies on UN-Women's capacity to identify key cross-sectoral policy levers that will simultaneously deliver transformative change for women and girls around the world and advance peace and security, human rights and sustainable development through partnerships.

22. As mentioned in UN-Women's briefing on financing the strategic plan, 2014-2017, including its Flagship Programme Initiatives (FPIs) (UNW/2016/CRP.1), UN-Women has formulated 12 FPIs to implement this strategy. Underpinned by comprehensive theories of change, they provide a collaborative framework to allow UN-Women to achieve its objectives by supporting partners to achieve their own mandates. Furthermore, in terms of focusing UN-Women's programming, these FPIs serve as a tool that UN-Women's country offices have been asked to use in order to prioritize and consolidate their programmatic interventions. Each FPI will have its own financing strategy, tailored to its programmatic specificities and reach.

23. All UN-Women offices engage in a strategic planning process by developing both Strategic Notes (SNs) and Annual Workplans (AWPs) to translate the UN-Women strategic plan, 2014-2017, to the country and regional levels and adapt it to the local context and priorities, including the UNDAF/One UN Programme.

The UN-Women Annual Workplan (AWP) is the one-year operational plan that converts the multi-year Strategic Note outcomes and outputs into detailed activities, including time frames, partners and resources. A similar process of aligning annual work-planning with the results framework of the strategic plan takes place at headquarters.

24. In 2015 and 2016, UN-Women country offices have been requested to be increasingly selective in their programming priorities, by progressively integrating FPIs into their SNs and AWPs in order to concentrate resources and efforts on areas of work where UN-Women's support is most needed and where there is a significant likelihood of impact through larger and scalable multi-stakeholder initiatives. This ensures that UN-Women's resources are allocated strategically in order to deliver the greatest return on investment and the greatest results in the lives of women and girls.

25. Based on a thorough problem and context analysis that is in full synergy with the broader country analytical exercise supported by the UN Country Team (UNCT), UN-Women offices have been instructed to use four primary criteria to analyse which issues would be best addressed by operational activities at the country level (see Figure I). An issue can become a top strategic priority for a UN-Women country programme only if it fulfils all four criteria:

1. Do international norms and standards, translated into national frameworks (i.e. the country's own commitments), call for the issue to be addressed?

2. Is it a major national challenge impacting on the lives and/or participation of women and girls (determined in conjunction with the Government and national partners)?

3. Is there a favourable alignment of key actors to support UN-Women and/or UN Country Team action?

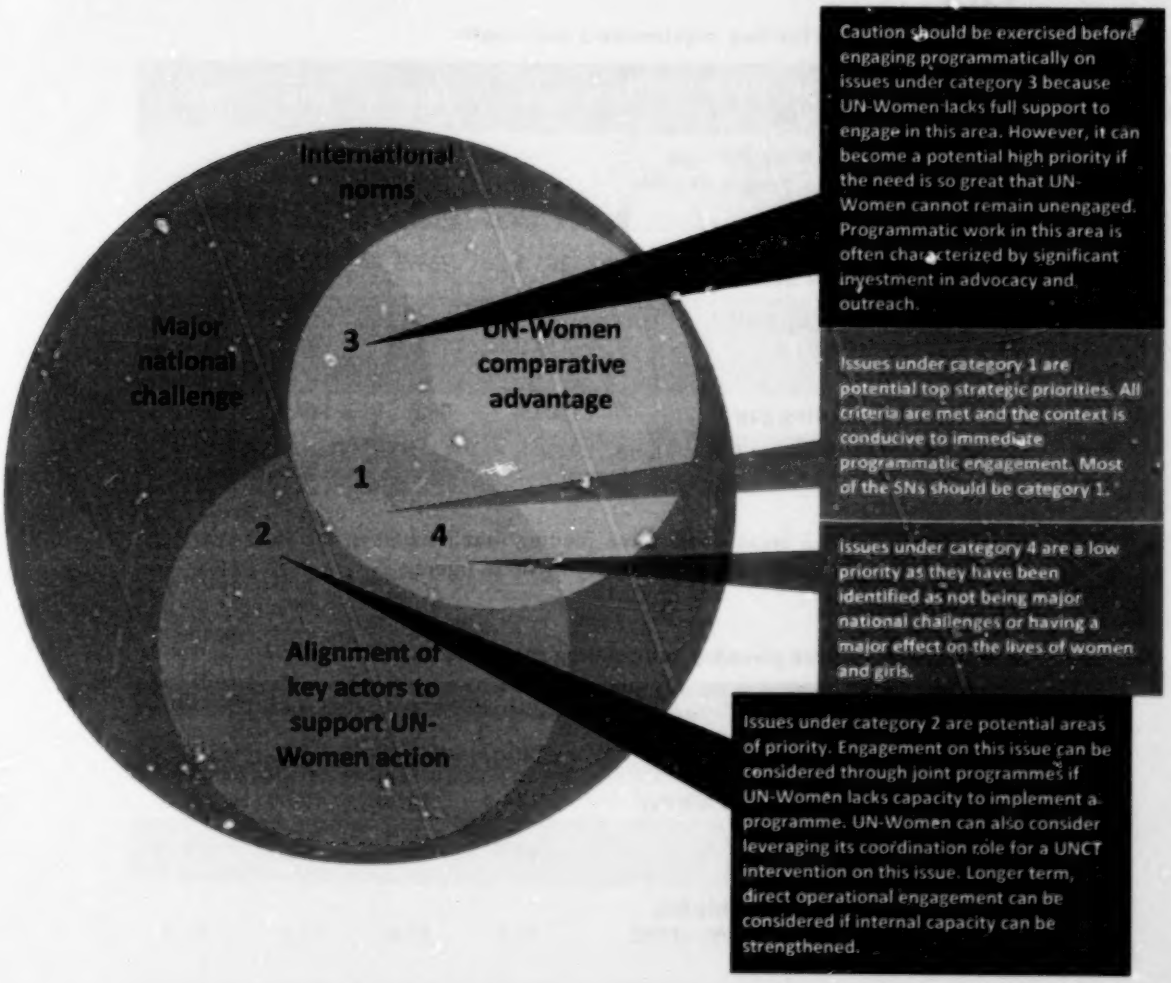
4. Does the UN and UN-Women have the capacity and collaborative/comparative advantage to tackle the issue? UN-Women has a comparative/collaborative advantage if it has a) a recognized mandate to act (in line with UN-Women's strategic plan), b) technical in-country, regional or global capacity to implement, c) sufficient resources or a high probability of mobilizing them.

26. Furthermore, UN-Women has taken concrete steps to improve the quality of its indicative planning figures and capacity to cost its work. In 2016, the UN Board of Auditors recommended that UN-Women's integrated budget for the strategic plan, 2018-2021, be costed at the outcome (rather than the impact) level, in line with the practice of other similar UN entities. UN-Women is also committed to costing its work at the Flagship Programme level. Both costings will ensure that for the 2016-2017 biennium and moving forward, UN-Women's projections are increasingly relevant, accurate and responsive to context. This approach will enable UN-Women to deliver an increasingly detailed analysis of medium- to long-term resource needs, and will facilitate the early identification of strategic, remedial actions to be taken to resolve issues as they arise.

27. The proposed planning approach will also support the implementation of the new UN-Women cost-recovery policy. The policy is intended to ensure proper recovery of direct and indirect costs, as well as the application of the harmonized cost-recovery framework approved by Executive Boards of Funds and Programmes.

In line with the QCPR and UN-Women Executive Board decision 2013/2, the implementation of the cost-recovery policy ensures the application of the principle that RR should not subsidize programmes and projects funded from OR. This requires that all direct project costs are properly and separately budgeted from UN-Women's 8 per cent cost-recovery fee for general management services.

Figure I
Programming priority identification


International norms
Major national challenge
UN-Women comparative advantage
Alignment of key actors to support UN-Women action
3
1
2
4
Caution should be exercised before engaging programmatically on issues under category 3 because UN-Women lacks full support to engage in this area. However, it can become a potential high priority if the need is so great that UN-Women cannot remain unengaged. Programmatic work in this area is often characterized by significant investment in advocacy and outreach.
Issues under category 1 are potential top strategic priorities. All criteria are met and the context is conducive to immediate programmatic engagement. Most of the SNs should be category 1.
Issues under category 4 are a low priority as they have been identified as not being major national challenges or having a major effect on the lives of women and girls.
Issues under category 2 are potential areas of priority. Engagement on this issue can be considered through joint programmes if UN-Women lacks capacity to implement a programme. UN-Women can also consider leveraging its coordination role for a UNCT intervention on this issue. Longer term, direct operational engagement can be considered if internal capacity can be strengthened.

IV. UN-Women funding gap: a quantitative and qualitative analysis

28. In order to be able to engage in a constructive exchange with its Executive Board as part of its structured dialogue on financing, this section presents an

overview of UN-Women funding projections and income, as well as an initial assessment of UN-Women's regular resources for programming (programmable RR) and OR funding requirements and gaps for the period 2014-2017.

A. Overview of UN-Women programming trends and funding gap

29. Table 1 summarizes the evolution of the programmatic funding requirement and gap of UN-Women based on annual workplans in the 2014-2017 period.[4]

Table 1
UN-Women global funding requirements and results

Global requirements (HQ & field) in US$ million	2014	2015	2016	2017
(a) Total programming funding requirement (OR + programmable RR)	315.0	351.3	462.5	463.8
(b) Total funding available (OR + programmable RR available)	201.8	239.2	281.2	-
(c) Total funding gap (OR + programmable RR) = (a) - (b)	113.2	112.1	181.3	-
(d) Total OR funding gap	105.0	96.0	143.0	285.0
(e) Total programmable RR funding gap	8.2	16.1	38.3	-

30. Tables 2 and 3 break down these funding requirements at the field and HQs levels and specify the assumptions underlying these figures.

Table 2
UN-Women resource planning and funding gap (field level)

UN-Women (field) in US$ million	2014	2015	2016	2017
(a) OR requirements (based on AWPs)[5]	202.0	231.0	310.0	271.0
(b) OR available (based on AWPs)[6]	104.0	145.0	173.0	80.0
(c) OR funding gap = (a) - (b)	98.0	86.0	137.0	191.0
(d) Indicative programmable RR requirement (estimated 25% of OR requirement)	50.5	57.8	77.5	67.8
(e) Programmable RR available[7]	42.3	43.4	43.4	-

[4] Tables 1, 2 and 3 below only take into account programmable RR and OR. Figures do not include the institutional budget or assessed contributions.
[5] OR requirement figures are based on the AWPs/RMS data on resource requirements (available resources + carry over + other-resources to be mobilized)
[6] OR available resources for the year are based on the final budget as of cutoff date.
[7] RR available use the annual allocation numbers.

(f) Programmable RR funding gap = (d) - (e)	8.2	14.4	34.1	-
(g) Total funding requirement = (a) + (d)	252.5	288.8	387.5	338.8
(h) Total funding available (XB not incl) = (b) + (e)	146.3	188.4	216.4	-
(i) Total funding gap = (g) - (h)	106.2	100.4	171.1	-

Table 3
UN-Women resource planning and funding gap (global level)

UN-Women (HQ) in US$ million	2014	2015	2016	2017
(a) OR requirements[8]	50.0	50.0	60.0	100.0
(b) OR available[9]	43.0	40.0	54.0	6.0
(c) OR funding gap	7.0	10.0	6.0	94.0
(d) Programmable RR requirement (25% OR requirement) = 0.25*a	12.5	12.5	15.0	25.0
(e) Programmable RR available[10]	12.5	10.8	10.8	-
(f) Programmable RR funding gap = (e) - (d)	0.0	1.7	4.2	-
(g) Total funding requirement (OR + programmable RR) = (a) + (d)	62.5	62.5	75.0	125.0
(h) Total funding available (OR + programmable RR) = (b) + (e)	55.5	50.8	64.8	-
(i) Total funding gap = (g) - (h)	7.0	11.7	10.2	-

31. A trend analysis of these data reveals the following:

UN-Women's strengthened programme development capacity

32. UN-Women has substantially increased its programme portfolio from $351 million in 2015 to $463 million in 2016. The increase is particularly marked for OR at the field level, rising from $289 million in 2015 to $388 million in 2016 (almost 35 per cent increase in 2016 compared with 2015). This demonstrates strong demand for UN-Women's support at the country level.

[8] OR requirement figures are based on the AWPs/RMS data on resource requirements (available resources + carry over + other-resources to be mobilized)
[9] OR available resources for the year are based on the final budget as of cutoff date
[10] RR available use the annual allocation numbers.

Figure II
UN-Women programme development growth (2014-2016)

33. This is also aligned with the projections contained in UN-Women's integrated budget 2016-2017. As mentioned earlier, UN-Women set a target of $880 million for the biennium, comprising $380 million in RR and $500 million in OR. According to bottom-up planning and costing and discounting for resources mobilized in prior years, the new portfolio build-up is commensurate with OR mobilization projections for 2016-2017.

34. The rapid uptake of the FPIs is a key factor in UN-Women's portfolio growth. In 2016, the amount budgeted for FPIs ($168.96 million) will represent 58 per cent of UN-Women's total programming portfolio (i.e. the total amount budgeted under the Development Results Framework). UN-Women has begun to use dashboard reporting to track how well it is programming as well as to identify the financial resources it requires to implement programming and the associated funding gap. Annex A provides the dashboard overview of UN-Women FPI resource requirements by strategic plan impact area and by region in 2017, as of June 2016.

35. However, a key challenge for UN-Women will be to significantly improve its capacity to successfully secure required programmable RR and OR for a successful and timely capitalization of this growing portfolio pipeline. While the amount of programming resources grew from $202 million in 2014 to $281 million at the beginning of 2016 (Table 1 (b)) and are expected to grow further throughout 2016, this partly reflects the maturation of the agency and the carry-over of resources from one year to the next.

UN-Women' strengthened programme focus

36. UN-Women has significantly increased its programmatic focus. An aggregated analysis of UN-Women's AWPs over the period 2014-2017 shows a marked

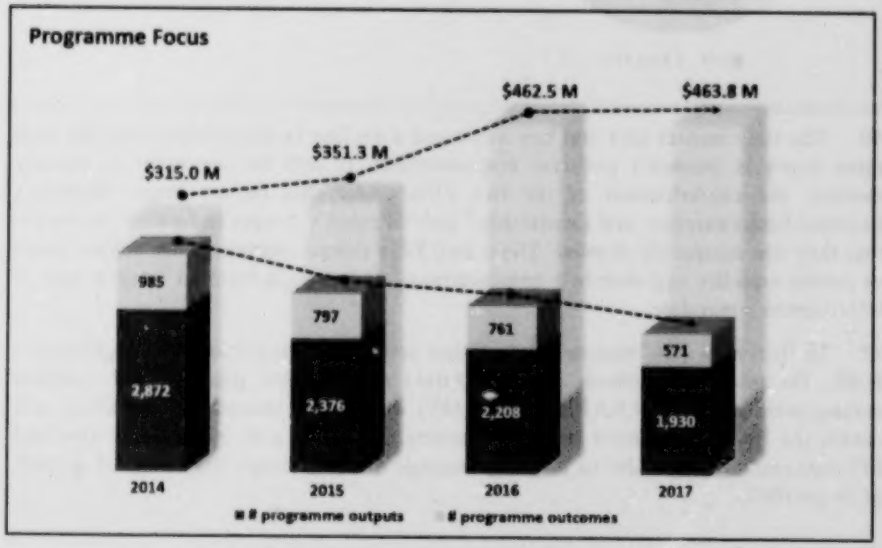
decrease (53.1 per cent) in the total number of outcomes (985 outcomes in 2014 compared with 571 outcomes in 2017) and a similar reduction (by 39.2 per cent) in the total number of outputs (2,872 outputs in 2014 compared with 1,930 outputs in 2017) in country office, multi-country office and regional office AWPs (see Table 4).

Table 4
Programme outcomes and outputs

UN-Women's programme outcomes and outputs	2014	2015	2016	2017
Number of programme outcomes	985	797	761	571
Number of programme outputs	2,872	2,376	2,208	1,930

37. This reduction coupled with the rapid build-up of the Entity's portfolio means that UN-Women's programming is increasingly focusing on fewer and larger initiatives (see Figure III). This is fully in line with the key recommendations of the meta-analysis of evaluations managed by UN-Women in 2014 (UNW/2015/CRP.12).

Figure III
UN-Women's trends in programme focus 2014-2017

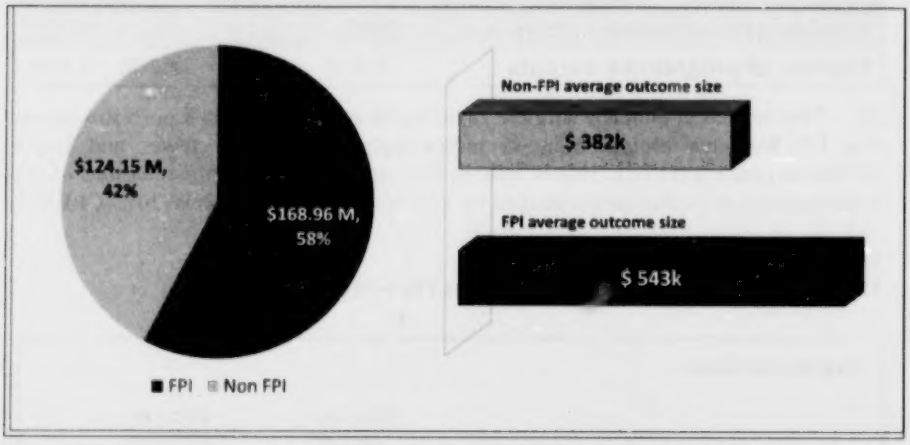


38. The rapid take-up of the FPIs by UN-Women country offices has also substantially contributed to the increase in the average amount budgeted under UN-Women's outcomes. The FPIs account for over half of the total amount budgeted under the Development Results Framework (RR and OR are reported mostly under the DRF) and the average size of FPI outcomes is over 40 per cent larger than the average size of non-FPI outcomes (see Figure 4). The adoption and integration of FPIs into UN-Women's programming portfolio has proven to be relatively consistent across regions.

Figure IV
UN-Women's trends in programme focus (2016)

Balanced growth of UN-Women's portfolio

39. The Midterm Review of UN-Women's strategic plan, 2014-2017 (UNW/2016/6), provides detailed information on expenditure by impact area and region in 2014 and 2015. Based on the annual workplans for 2016 and 2017, a rapid increase in UN-Women's engagement in peace, security and humanitarian action and a concomitant increase in programming in Arab States and West, Central and Eastern Africa, is anticipated.

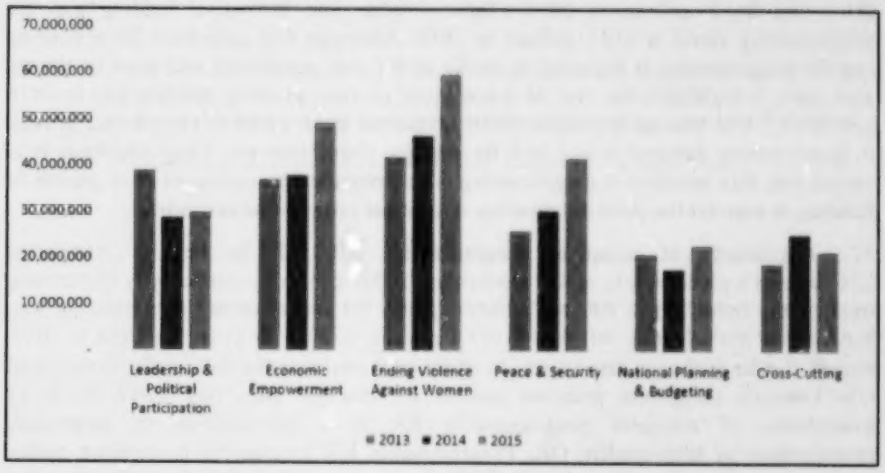


40. The only impact area that has witnessed a decline in expenditure over the past three years is women's political empowerment. It will be important to closely monitor the capitalization of the two FPIs under this impact area: "Women's Political Empowerment and Leadership" and "Women's Access to Justice" to ensure that they are adequately funded. These two FPIs remain central to the achievement of gender equality and women's empowerment, and as such form an integral part of UN-Women's mandate.

41. In line with UN-Women's maturation level, the integration of UN-Women's RMS, financial management system (Atlas) and its new pipeline and contract management systems (LEADS and DAMS) during the second half of 2016 will enable the Entity to monitor real-time funding needs and gaps by strategic plan and FPI outcome area in order to properly manage and encourage the balanced growth of its portfolio.

Figure V
Balanced growth of UN-Women's portfolio (US$)

Integration of UN-Women's triple mandate



42. UN-Women implements its triple mandate in complementary ways at the country level and at headquarters. At the national level, UN-Women, through its operational work in support of Member States, aims at and contributes to the implementation of global normative frameworks. This support includes a range of discrete activities, including support to develop legal and policy measures and UN coordination. Work to strengthen normative frameworks at the national level in response to global norms and standards is integrated into projects related to specific impact areas (and related FPIs). In addition, some UN-Women projects that include normative aspects are cross-cutting, such as support for gender mainstreaming or reporting on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). This expenditure is captured in the cross-cutting category in Figure 5.

43. At headquarters, UN-Women's normative support functions focus on providing substantive support to intergovernmental processes, such as the Commission on the Status of Women, the General Assembly, the Economic and Social Council and the Security Council. Normative support functions and UN coordination activities at headquarters are mostly funded by the institutional budget and assessed contributions. However, as noted earlier, the scale and scope of UN-Women's normative support functions have expanded significantly since the Entity's founding, while assessed contributions have remained the same. An increase in assessed contributions is therefore critical to ensuring that UN-Women's normative support functions are properly resourced.

Impact of UN-Women's programmable RR Funding Gaps

44. The success of UN-Women's resource mobilization is reliant upon the complementarity of RR and OR, as well as securing a critical mass for each, including so that RR can serve as seed funding for OR mobilization.

45. UN-Women's demand-driven programming approach at the country level must be properly capitalized. UN-Women is endeavouring to better assess whether current

fundraising efforts for RR and OR will be sufficient to meet the funding requirements of its growing portfolio.

46. UN-Women's estimated funding gaps for programming stood at $113 million in 2014 and $112 million in 2015 (Table 1 (c)). The indicative funding gap for programming stood at $181 million in 2016. Although this indicative 2016 funding gap for programming is expected to shrink as the year progresses and must be treated with care, it highlights the risk of a continued or even growing funding gap in 2016 and 2017.[11] UN-Women has successfully embarked upon a path of programme growth to meet country demand in line with its strategic plan. However, a key challenge is to ensure that this increase in programming is accompanied by commensurate growth in funding to convert the growing pipeline into actual programme activities.

47. Availability of adequate programmable RR will be key to translating UN-Women's pipeline into actual initiatives. In this context, a particularly concerning trend is the reduction in RR, and concomitantly the reduction in programmable RR. Indeed, RR mobilization fell from $163.7 million in 2014 to $136.1 million in 2015, mainly due to exchange rate losses. In addition to ensuring the full implementation of UN-Women's composite mandate and of its strategic plan (see UNW/2015/10), availability of adequate programmable RR is a precondition to large-scale mobilization of high-quality OR. Programmable RR is required to conduct policy dialogues with all relevant stakeholders; analyse and prioritize development interventions; build partnerships for change; formulate programming initiatives aligned with the strategic plan; and cost-share programme activities. UN-Women aims to continuously position itself as a thought leader on gender equality and women's empowerment to strengthen its normative and programmatic authority and drive policy-based structural change. Thus, both RR and OR are essential to building a pipeline and converting it into programming activities.

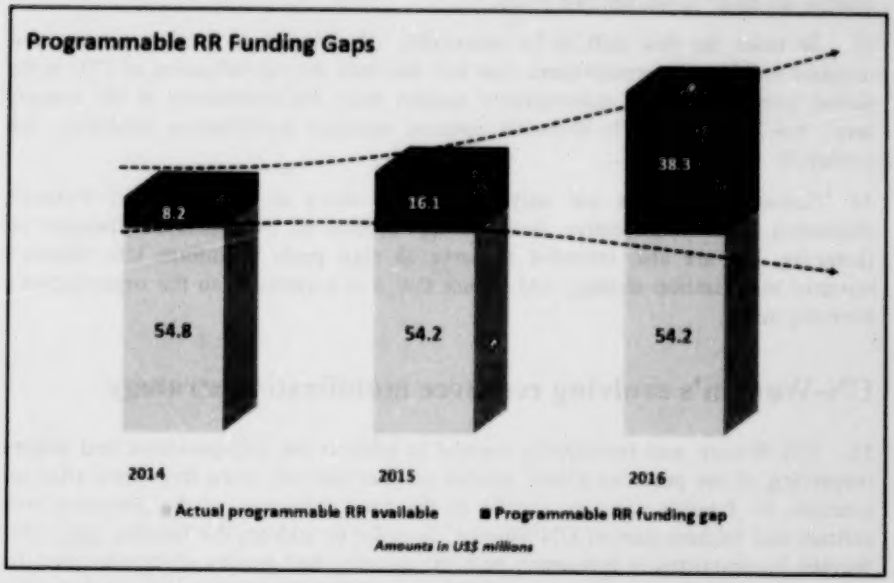
48. The success of UN-Women's overall resource mobilization in the 2016-2017 period is heavily reliant on adequate RR. To estimate programmable RR requirements for the 2014-2017 period, UN-Women used a ratio of programmable RR to OR of 1:4 (ratio of 25 per cent of programmable RR to total OR resources given in Tables 1 and 2).[12] This ratio is rather ambitious for a new Entity with a composite mandate.

49. Despite this ambitious ratio, the growth of the programme portfolio combined with the reduction in RR is leading to a steep increase in the programmable RR funding gap: from $16 million in 2015 to a projected $38 million in 2016 (Table 1 (e)). Should this trend continue, the expanding funding gap in RR could weaken UN-Women's capacity to successfully achieve its OR mobilization targets.

[11] The accuracy of the funding gap depends on how precisely UN-Women can cost its programming needs. It is also a function of how well and how quickly UN-Women is able to transform pipeline resources into funding received, which, in turn depends on the availability of adequate programmable RR and overall trends in development aid.

[12] The 1:4 ratio for programmable RR requirements to OR requirements (carry-over from previous years plus additional requirements for the given year) is consistent with UN-Women's track record in 2014 and 2015. In line with its maturation model, this modelling target will be further refined as additional information is available.

Figure VI
UN-Women's programmable RR funding gaps (2014-2016)



50. This funding gap for programmable RR also negatively impacts key UN-Women functions, such as strategic partnerships and UN coordination. For example, UN-Women lacks adequate funding to fully leverage mobile technology to communicate with its 3.5 million unique online visitors per year to its website, and is also unable to offer all of its communication products in various languages. Similarly, the full implementation of the strategy for Civil Society Advisory Groups would require an investment of approximately $750,000, which is currently lacking. This impacts UN-Women's efforts for constituency building through the development of knowledge-management tools. In UN coordination, the funding gap in programmable RR limits UN-Women's ability to provide capacity support to other entities for the development of gender policies and gender mainstreaming. Also, additional resources have had to be mobilized to support the implementation of the UN system-Wide Action Plan on gender equality and women's empowerment (UN-SWAP).

Leveraging the complementarity of the field and headquarters to successfully meet resource mobilization targets

51. UN-Women will leverage the proper mix of outreach and financing mechanisms to ensure that fundraising efforts at the country level and headquarters are complementary. Capitalization of programming can occur at multiple levels (i.e. country office, regional office, or at headquarters) and depending on past resource mobilization trends, UN-Women has the flexibility to adjust resource mobilization targets in order to avoid an unfair burden on any part of the organization.

52. Noting that UN-Women's OR mobilization workload has increased faster in the field than at headquarters (see Tables 1 and 2), the organization will rebalance resource mobilization requirements in 2017. Leveraging the potential of the FPIs, the OR fundraising target for headquarters will be $100 million in 2017 (as opposed to

$60 million in 2016), while the fundraising target for the field will be $271 million (as opposed to $310 million in 2016). Overall, total fund mobilization will remain almost exactly the same across the two years.

53. In order for this shift to be successful, UN-Women is firmly pursuing new resource mobilization mechanisms that will facilitate the capitalization of FPIs at the global level in order to subsequently support their implementation at the country level. For details on UN-Women's updated resource mobilization strategies, see section V.

54. These findings are not only intended to serve as inputs to UN-Women's discussion with its Executive Board in the context of its structured dialogue on financing, but are also intended to serve as sign posts to inform UN-Women's resource mobilization strategy and ensure that it is responsive to the organization's evolving needs.

V. UN-Women's evolving resource mobilization strategy

55. UN-Women was specifically created to address the fragmentation and under-resourcing of the previous global gender architecture but, even five years after its creation, its funding remains similar to the total resources of the previous four entities that became part of UN-Women. In order to address the funding gap, UN-Women is committed to increasing both the quantity and quality of its resources. In its strategic brief on resource mobilization (UNW/2015/10), presented to the Executive Board in September 2015, UN-Women highlighted its strategies in this regard. This section provides an update to the strategies presented in the Brief.

A. Reviewing the adequacy of present assessed contributions

56. UN-Women's normative support function is expected to be funded from assessed contributions (see A/RES/64/289, para 75). UN-Women has enhanced the visibility of, and attention to, gender equality and the empowerment of women through its normative support work. UN-Women has regularly updated Member States on the scope and breadth of this work and of progress made. Demand and opportunities for such normative support has significantly expanded while resources remained static, to the point where the General Assembly has voiced concern that UN-Women has to draw on voluntary contributions to enable it to carry out its mandate of servicing normative intergovernmental processes. While the budgetary implications with regards to UN-Women's post and non-post requirements in support of the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda were included in a recent report of the Secretary-General to the General Assembly (A/70/883), the Assembly requested a further report on this matter at the seventy-first session.

57. The Commission on the Status of Women called upon UN-Women to continue to play a central role in promoting gender equality and the empowerment of women and girls and in supporting Member States in coordinating the United Nations system and in mobilizing civil society, the private sector and other relevant stakeholders, at all levels, in support of the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and the 2030 Agenda for Sustainable Development. This requires UN-Women to be

adequately resourced. This is in line with the commitment by Member States in the 2030 Agenda to work for a significant increase in investments to close the gender gap and strengthen support for institutions in relation to gender equality and the empowerment of women at the global, regional and national levels.

B. Increasing the amount of regular resources (RR) obtained from the traditional donor base and expanding the traditional donor base for RR

58. UN-Women has a four-pronged approach to increasing the amount of RR:

(a) Deepening RR contributions
(b) Widening the donor base
(c) Private and voluntary sector engagement
(d) Enhancing transparency and accountability

Deepening RR contributions

59. In order to ensure that UN-Women secures a critical mass of predictable resources, it aims to increase the number of "double-digit" donors, i.e. donors contributing $10 million and above to RR annually (see Figure 7). In addition, UN-Women has called on some of its partners to radically increase their level of ambition in funding the Entity, including by calling for "triple-digit" donors, contributing at least $100 million. UN-Women aims to reach at least 16 double-digit donors, who will each contribute an average of $15 million annually. Moreover, it is imperative to secure greater predictability of resources and early payments.

60. In order to achieve this, UN-Women will intensify high-level policy dialogue with current and potential double-digit donors by leveraging its liaison offices,[13] national committees, and annual consultations. UN-Women will also ensure that its engagement takes place in a continued and consistent manner, with different stakeholder groups within donor countries, including Governments, parliaments, civil society and the private sector. UN-Women will provide stakeholder groups with the information needed to understand UN-Women's mandate and the results it achieves with the resources being contributed by their country Governments.

61. In line with its increased outreach to the private sector, UN-Women is committed to developing key indicators that measure the return on investment in securing resources from these partners. UN-Women is also committed to increasing the visibility of key RR donors, for example, by showcasing donor contributions on its website, and by conducting and highlighting interviews with Ministers from top UN-Women contributors. In addition, the Entity's top four RR contributors are allocated seats on its Executive Board.

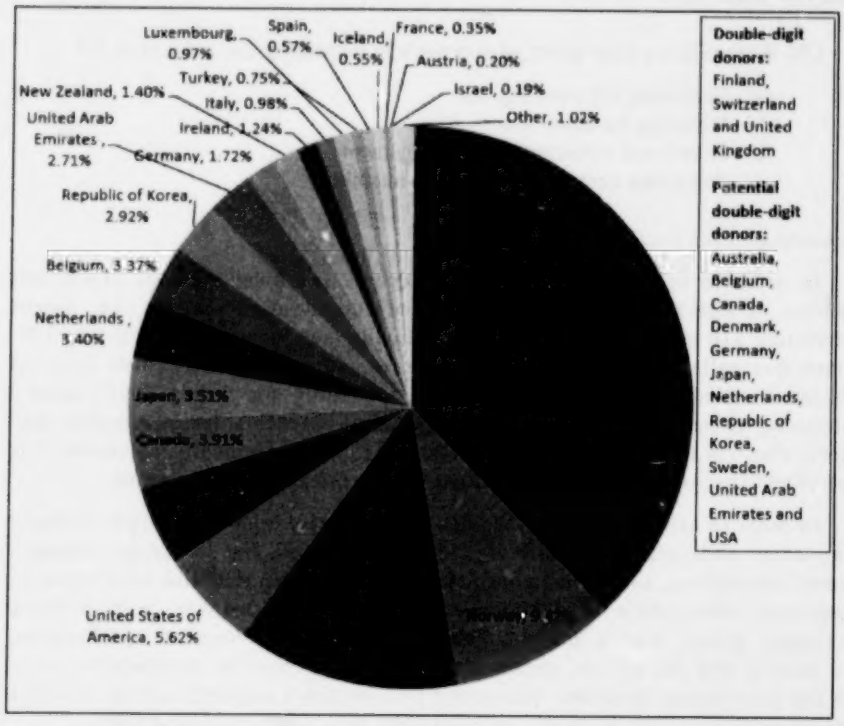
Widening the donor base

62. UN-Women continues to pursue its 150/250 campaign, which aims to secure from 150 countries a total contribution of $250 million to RR. This widening of the donor base also indicates a broadening political support for UN-Women's universal

[13] UN-Women currently has liaison offices in Brussels (supporting outreach to the European Union and its members), Copenhagen (supporting outreach to the Nordic countries), and Japan. In 2016, UN-Women will open liaison offices in Abu Dhabi and Washington DC.

tri-partite mandate from a wide range of Member States. It also helps mitigate the corporate risks inherent in overdependence on a small number of donors for UN-Women's funding and allows the Entity to request specified contributions that are predictable, long-term and paid before the end of the calendar year. In 2015, a record number of 146 countries contributed to UN-Women's RR. Figure 7 shows the overall distribution of contributions to RR.

Figure VII
Distribution of RR contributions to UN-Women from Governments in 2015



Private and voluntary sector engagement

63. In 2015, UN-Women continued to expand its partnerships with the private and voluntary sector. It received funding from a wide range of foundations and private-sector partners, six of which were new partners for UN-Women, including MasterCard, Bill & Melinda Gates Foundation, Angelica Fuentes Foundation, The Motsepe Foundation, and Sony Music Mexico. The number of pledges from the private and voluntary sector more than doubled, from 15 in 2014 to 34 in 2015. In addition, UN-Women co-hosted a Business and Philanthropy Leaders' Forum with the Alibaba Group and the Bill & Melinda Gates Foundation, where more than 20 companies and foundations pledged over $20 million, 11 of which were new partners for UN-Women.

64. UN-Women will deepen its partnerships in this sector by negotiating multi-year programme funding partnerships, aiming to secure contributions to RR, leveraging partners' reach to build new funding streams from individuals, and

benefiting from pro-bono support. UN-Women continues its engagement with its private-sector leadership advisory council, which is currently strengthening its secretariat, developing a two-year work programme and is being expanded to include more female CEOs and more diversified regional representation.

65. UN-Women has also launched a thorough review of its private-sector engagement strategy in order to strengthen and harmonize the organization's engagement with business. Six strategic opportunities have been identified for UN-Women to grow its private-sector engagement including: as a source of expertise; as a source of RR; as an ally for advocacy; as a communication partner; in order to lead standard setting on gender equality across industries, and as a partner in programme innovation.

66. UN-Women continues to leverage its network of 14 national committees,[14] which are independent non-governmental organizations that work to raise awareness about the UN-Women mandate and funding for the Entity. Currently, the total annual contribution from national committees ranges from $1.5 million to $1.8 million. However, there is no doubt that the national committees have great potential and could generate increased funding for UN-Women in the medium to long term. This, however, will also require investments in capacity. In the coming years, UN-Women will work closely with national committees to develop individual public-giving programmes, such as monthly-giving initiatives, and reach out to high net-worth individuals.

Enhancing transparency and accountability

67. In line with its maturation model, UN-Women will continue to increase the transparency and accountability of RR contributions in a number of ways: participation in donor-led assessments and reviews, delivering high-quality reporting on both RR and OR, and ensuring independent and objective internal oversight through both the Office of Audit and Investigations and the Evaluation Office. In addition, UN-Women plans on issuing annual donor reports, which show on a pro-rata basis the impact of RR contributions at a geographic or thematic level. This information will also be shared through UN-Women's public-facing website, in line with the International Aid Transparency Initiative (IATI). In 2015, UN-Women passed a rigorous assessment of its systems, controls, rules and procedures to fulfil the requirements of the European Commission. In 2016, UN-Women received its fifth consecutive unqualified audit opinion.

C. Strengthening and diversifying modalities for other resources (OR)

68. In addition to its efforts to significantly increase RR, UN-Women will focus on attracting high-quality, soft-earmarked OR by strengthening its programming, leveraging UN pooled financing, emphasizing innovation and expanding its engagement with the private sector. Building and strengthening partnerships cuts across all strategic approaches:

[14] National committees currently operate in 14 countries: Australia, Austria, Finland, France, Germany, Iceland, Italy, Japan, New Zealand, Norway, Singapore, Sweden, the United Kingdom and the United States of America. A new national committee in the Netherlands has been approved and will be the 15th committee operational by the end of the summer.

Strengthening programming through the FPIs

69. In 2015 UN-Women launched its Flagship Programming Initiatives (FPIs). The FPIs aim to enable UN-Women to scale up results through partnerships; ensure that UN-Women is fit for purpose to support and help deliver the gender-responsive implementation of the 2030 Agenda for Sustainable Development; and allow UN Women to access high-quality OR to complement RR and achieve its strategic plan.[15] In 2016, UN-Women is focused on the operationalization of the FPIs by developing design and operational kits; integrating the FPIs into UN-Women's strategic planning tools; and launching resource mobilization efforts.

70. In terms of resource mobilization and in line with the need to better share this responsibility between headquarters and the field, UN-Women aims to convene, in partnership with Member States, a number of high-level round tables to facilitate the capitalization of individual flagship programmes. The round tables are to bring together a range of partners to build an alliance around a particular FPI, and identify potential sources of finance. UN-Women will invite interested Member States to co-convene and champion an FPI round table that most closely aligns with their development objectives.

71. Similar to the approach used by other organizations, it is envisaged that a series of such consultations will be convened for each concerned FPI. In line with usual practice in other multilateral institutions, the first consultation is expected to discuss and validate the FPI's theory of change and strategy, and agree on the overall costing of the initiative; while the second, and in some cases a third, will decide on the burden-sharing among various partners.

72. This replenishment approach ensures that donor support for each FPI is coordinated, streamlined and better aligned with national strategic priorities. It also shares the risk and responsibility among donors and among implementing organizations. In May 2016, UN-Women successfully piloted a first round table for its FPI on Gender Statistics for Localization of the SDGs. It plans on organizing a second round table in September. Most of the round tables are expected to take place from September 2016 until June 2017.

73. This FPI-based round-table funding modality will complement but not substitute the option of earmarking funding at the country level. UN-Women will continue to promote the successful experience of direct funding of Strategic Notes at the country level, the second highest quality of OR.

Leveraging UN pooled financing mechanisms

74. The UN Development System is increasingly favouring pooled financing mechanisms to support an integrated implementation of the 2030 Sustainable Development Agenda. UN pooled funds can improve aid coordination and coherence, promote better risk management, broaden the donor base for the UN system, facilitate transformative change, and bridge the silos between humanitarian, peace and security and development assistance.

75. Leveraging UN pooled funds is also consistent with the operationalization of UN-Women's FPIs. In February 2016 UN-Women, together with Member State and

[15] Further details on the Flagship Programmes, may be found in UNW/2016/CRP.1 "Report on Financing the UN-Women strategic plan, including its flagship programme initiatives".

civil society partners, launched the Global Acceleration Instrument for Women, Peace and Security and Humanitarian Action (GAI). In only four months, the GAI has secured more than $4 million. UN-Women has been nominated as the Chair of the GAI Funding Board and serves as its secretariat. A donor briefing (not a formal round table) for the GAI is scheduled to take place in September 2016.

76. UN-Women continues to perform the secretariat function of the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women (UNTF). UN-Women also continues to manage its own Fund for Gender Equality (FGE), a grant-making mechanism focused on delivering direct grants to civil society in support of the implementation of the Sustainable Development Goals. In 2015, both the UNTF and FGE mobilized $14.9 million and $871,656 respectively from Member States, UN-Women National Committees and the private sector.

Linking innovative sources of finance to innovative mechanisms

77. In recognition of the changing development financing landscape, increasingly characterized by an expansion and diversification of sources of finance, UN-Women is committed to leveraging innovation to scale up gender equality and resource mobilization (see working paper on UN-Women's Innovation Strategy). For example, UN-Women develops enterprise platforms using open source, cloud-based, supply chain technology, that enables women for the first time in the developing world to manage all aspects of their business – forecasts, contracts, loans, sales and repayments – with full transparency from their mobile phones. Business data are systematically captured on the platform, which allows women to build and own a track record, and provides the information needed to lower investment risk. This in turn enables UN-Women to increase women's access to innovative sources of finance, including capital assistance from Member States, diaspora and crowdfunding, and social impact investment.

78. Similarly, UN-Women is exploring the potential of distributed ledger technology to create much-needed economic identities for women refugees. This could also allow for the current humanitarian-only cash-based transfers to be extended and provide women with seed capital to start a business or rebuild independent sources of livelihood. It could also open up opportunities for additional sources of finance from social impact investors for successful businesses to grow in the medium to longer term.

79. A summary overview of UN-Women's resource mobilization and approach (including funding mechanisms strategies and incentives) is included in annex B.

VI. Conclusion

80. A few key conclusions emerge from the analysis of UN-Women's resource mobilization results and current trends. As a result of the rapid growth in its programme portfolio at the field level, UN-Women has demonstrated the absorption capacity necessary to meet its 2016-2017 OR mobilization target for the biennium ($500 million). However, the successful maturation of this pipeline will require adequate RR. RR finance the institutional budget that provides the organization with the financial and institutional capacity to achieve the results set out in its approved strategic plan, 2014-2017; provide for the foundational advocacy, coordination, advisory, policy development, and operational activities at the country, regional and global levels; and enable UN-Women to

leverage high-quality complementary OR to ensure full implementation of the strategic plan.

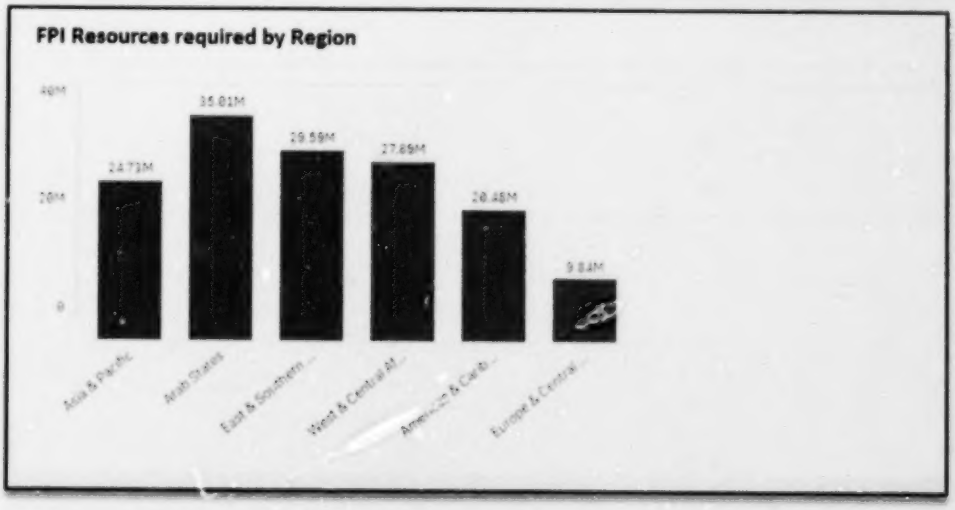
81. RR mobilization fell from $163.7 million in 2014 to $136.1 million in 2015. This, combined with the growth in programme portfolio, resulted in a marked increase in the estimated programmable RR funding gap from $16 million in 2015 to $38 million in 2016. Should this trend be allowed to continue, it could affect UN-Women's capacity for successful OR mobilization, which is critical for the full implementation of its strategic plan.

82. UN-Women is stepping up its efforts to deepen and broaden its sources of RR funding. Furthermore, it has developed new OR mobilization instruments and will work with donor partners to properly capitalize them. Notably, the organization of high-level round tables co-convened with Member States and other donors to finance individual UN-Women's FPIs represents a new corporate mechanism for the channelling of OR funding. UN-Women will continue to work with its partners to move away from smaller, more fragmented project-level funding at the country level and secure programmatic and/or thematic-level funding through global fundraising at the level of each FPI. As mentioned earlier, the success of this initiative will very much depend on the willingness of Member States to co-convene round tables directly linked to their development objectives.

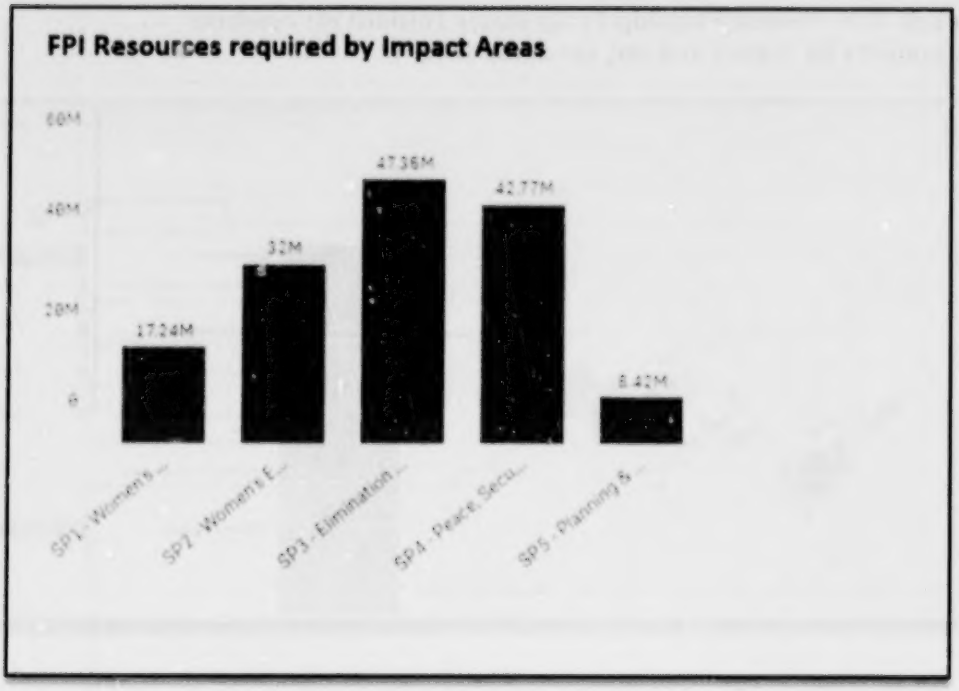
83. UN-Women also seeks to continue its pioneering work in normative support; drive UN system-wide efforts on coordination for gender equality and women's empowerment, including through substantive coordination at the country level; and leverage its improved programmatic focus and operational effectiveness. Building on these initiatives, and a commitment to accountability and the delivery of results, the Entity will seek to partner with Member States and other donors to receive the highest-quality funding in support of the implementation of its strategic plan, i.e. predictable, flexible and relevant funding – whether RR or OR.

84. UN-Women is committed to engaging in an ongoing exchange with its Executive Board on all aspects of its resourcing in the context of its structured dialogue on financing. To this effect, UN-Women is following a maturation model that will leverage its strengthened planning and results-based management processes. It is expected that this approach will support a substantive and evidence-based structured dialogue on financing with the Executive Board, including on critical funding needs and gaps to be addressed. In addition, these continuously enhanced planning and monitoring systems will allow UN-Women to improve the quality and automate the publication of programmatic information on results and resources through a public-facing website, which will include publicly available information in line with the International Aid Transparency Initiative (IATI).

Annex A: UN-Women Flagship Programme Initiatives: resource requirements by region and impact areas (2017)[16]



[16] Note: These images are taken directly from UN-Women's Results Management System.


FPI Resources required by Impact Areas
60M
40M
20M
0
17.24M
32M
47.36M
42.77M
8.42M
SP1 - Women's ...
SP2 - Women's E...
SP3 - Elimination ...
SP4 - Peace Secu...
SP5 - Planning &...

Annex B. Examples of UN-Women funding mechanisms, strategies and incentives

The table below provides a summary overview of UN-Women's resource mobilization and approach (including funding mechanisms, strategies and incentives):

Resource Mobilization Objectives				
	Increase resources obtained from the traditional donor base (regular resources)	**Expand the traditional donor base (regular resources)**	**Increase and diversify the traditional donor base (other resources)**	**Expand financial contributions from non-traditional sources of financing (i.e. pooled funding, innovative sources of finance, private sector)**
Types of funding — what do these resources support?	• Regular resources	• Assessed contribution • Regular resources	• Other resources (i.e. funding UN-Women's Flagship Programmes at the thematic level); funding of UN-Women Strategic Notes/ Annual Workplans (at the country or regional level)	• Regular resources • Other resources
Strategies	Increase the number of the double-digit donors who contribute $10 million and above to RR annually by • intensifying high-level policy dialogues (leveraging Liaison Offices, National Committees and annual consultations) • ensuring continued engagement with a range of stakeholder groups • adopting a maturation model to continuously deepen structured	• Implement the 150/250 campaign, which aims to secure from 150 countries a total contribution of $250 million to RR	• Strengthen programming through the FPIs: organize high-level round tables, burden-sharing and reporting at the outcome/impact levels • Continue outreach to the private and voluntary sectors, including high net-worth individuals, National Committees and individual public-giving	• Leverage UN pooled financing mechanisms • Link innovative sources of finance to innovative mechanisms • Develop numerical performance metrics (e.g. $150 to connect a woman farmer to markets, finance, goods and services) appropriate for individual donations

	dialogue on financing.			
Incentives	• Increase visibility of RR donors (showcasing donor contributions on UN-Women website, online interviews with top UN-Women contributors and Executive Board membership for top four RR donors) • Partnership-centred approach anchored in funding best practices, including predictable multi-year agreements • Broaden normative outreach of UN-Women	• Offer an opportunity to new and emerging donors to demonstrate the broad political support of UN-Women and its universal mandate and to raise awareness and ownership about the Entity's mandate across a broad constituency • Broaden normative outreach of UN-Women	• Visibility of the partners on UN-Women platforms and in the media • Visibility at high-profile United Nations and other events	• Visibility of innovative sources of finance partners on UN-Women platforms and in the media • Capacity to track individual contributions to ultimate beneficiaries for some initiatives • Human interest stories and communications on impacts and results • Leveraging highly visible campaigns, such as HeForShe